

87-0953X

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30 April 1987

MEMORANDUM FOR: [REDACTED] Executive Assistant to the DDA

FROM: [REDACTED] Executive Officer  
Office of European Analysis/DDI

SUBJECT: Reducing Bureaucracy

REFERENCE: DDA 87-0700, 1 April 1987

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This responds to the request of the Deputy Director for Administration that we nominate a specific example of a troublesome bureaucratic stumbling block and make a suggestion for solving it.

After much reflection, we in the Office of European Analysis find that the kinds of bureaucratic stumbling blocks that most impede our efficient operation are small, even niggling requirements to obtain high-level approval before we can take action on routine daily matters that should be within our own scope of responsibility. There are a number of these requirements which, when looked at singly, do not appear to impose much of a burden. But, taken together, the combined effect of these regulations is to frustrate effective action and to increase the workload of our administrative staff, which is already overburdened.

A concrete example of this sort of bureaucratic problem is the requirement, recently imposed, to obtain advance approval from the Office of the DCI before incurring any representational expenses for US officials. Our suggested solution is: reiterate any guidelines for incurring such expenses to component chiefs in the Directorates (in our case, our Office Director); and delegate to these component chiefs the responsibility for approving such expenses, in keeping with the Search for Excellence campaign.

Thank you for the opportunity to present this suggestion. EURA appreciates your efforts to reduce bureaucratic burdens across the board.

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8:47 AM -- 5 May 1987

Note To:

From:

Subject: Reducing Bureaucracy

Lee,

Thanks for your note on behalf of EURA. I did a quick review of  which regulates the use of funds for representational functions. As it currently stands, heads of independent offices can spend up to \$100 for these functions without prior approval. A reimbursement claim can be submitted to the DCI Admin Officer after the fact.

I spoke briefly with the DCI Admin Officer about the current  procedures. He believes that the \$100 limit for office heads is the right level. But I'd like to hear your opinion about where the limit should be set. With inflation and cost escalation, perhaps it should now be \$150 or more. What do you think?

FYI, I don't see any reason that an office director cannot authorize lower level managers to incur  expenses in his/her name, so long as the expenses don't exceed his/her own authorization.

Let me know what you think, and I'll continue to work on this suggestion. Thanks again,

Jim

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RESPONDING TO:



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RE:

(et al.) note dated 05/05/87

Thanks, Jim, for your quick response and helpful guidance concerning our suggestion on reducing bureaucracy. We especially appreciate your clarifying the regs for us because we had gotten a different interpretation from folks in DCI Admin, who had advised us recently to submit all expenses for prior approval. Because we did not want someone to be stuck spending money out of his/her own pocket, we put out that word.

We shall now revert to the way we had been doing things, which was to get an advance reading only in cases that seemed questionable. We would suggest, though, that the limit for Office heads be raised to \$150 in consideration of inflation.

Many thanks again for your efforts to help us streamline operations and improve efficiency. They are most appreciated,



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